



COCONINO COUNTY

# COMMUNITY HEALTH IMPROVEMENT PLAN (CHIP)

Annual Report

2018



**Working collaboratively with community health partners  
to create a sustainable healthy future for Coconino County residents**

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## **COCONINO COUNTY BOARD OF DIRECTORS**

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Reviewed and adopted May 2019

Mike Oxtoby  
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5/20/2019  
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# COCONINO COUNTY PUBLIC HEALTH SERVICE DISTRICT

## MISSION AND VISION

### Vision

Coconino County – where every resident achieves their fullest health potential.

### Mission

Empowering people, confronting inequities, influencing policy, and bettering lives.

Always improving.

### Guiding Principles:

- Integrity
- Compassion
- Dedication
- Embracing collaboration to provide quality services to communities



## EXECUTIVE SUMMARY

### Background

A Community Health Improvement Plan (CHIP) is a long-term plan, describing how the local health department and a broad set of community partners are addressing needs identified in the previous Community Health Assessment (CHA). Coconino County is fortunate to have many organizations working to address and ensure that the unique needs within our region are addressed.

Identified Needs:

- **Access to care**
- **Chronic disease**
- **Injury prevention**

These areas can only be improved by the whole community working together. Completing, monitoring, and updating the CHIP, with engagement of community stakeholders and community partners, is a responsibility of the Coconino County Public Health Service District. CCPHSD disseminated the 2018 CHIP Annual Plan to Coconino County Northern and Southern Region workgroups and community partners and held community meetings to solicit feedback and comments, which were then incorporated into this document.

The revised 2018 Annual Report is available online at <http://www.coconino.az.gov/health>

The original 2014 Community Health Improvement Plan is available online at <http://www.coconino.az.gov/DocumentCenter/View/9928/Coconino-County-CHIP-?bidId=>

This 2018 Community Health Improvement Plan Annual Report covers January 2018 to December 2018.

The purpose of this annual report is twofold:

- Communicate progress towards meeting CHIP goals
- Make revisions to ensure implementation of CHIP goals

### **Communicate Progress**

This report communicates the progress that organizations working on Coconino County's top health issues have made in implementing strategies outlined in the 2014-2019 CHIP. Strategies are being implemented in collaboration with stakeholders, partners, and the community. The Progress Notes column reflects 2018 activity derived from the semi-annual progress reports. Specifically, these semi-annual progress reports have been created to delineate progress made from January- July 2018 and from July – December 2018. The updated 2018 CHIP Annual Report is intended to be a supplement to the 2014 CHIP and not a stand-alone document. Information not found in this update may be available in the original 2014 CHIP.

### **Make Revisions**

The Annual Report also provides an opportunity to revise the 2014-2019 CHIP. Revisions are based on the feasibility and effectiveness of the strategies and/or changing priorities, resources, or community assets. Under each data dashboard, the process objectives from the 2014-2019 CHIP, as revised for the 2018 Annual Report, are shown with Action Plans outlining activities.

A section at the end of each Action Plan describes the participation of partners in monitoring the CHIP and the process for reviewing each Action Plan. Coconino County Public Health Service District extends its sincere appreciation to our partners and stakeholders who serve on the Community Health Improvement Teams.

## CHIP Partners and Stakeholders

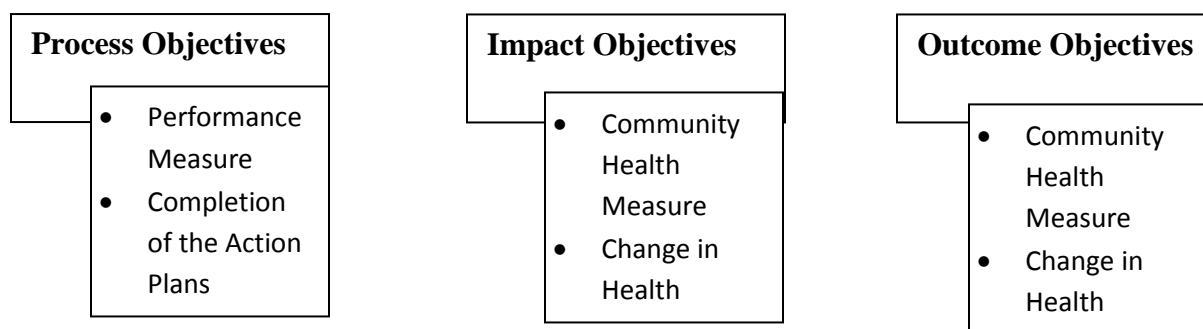
The list of CHIP stakeholders and the partner agencies invited (see Appendix #1) includes a wide array of tribal health agencies, non-profit social services, schools, health care organizations, public safety organizations, housing and transportation agencies, elected officials, faith-based organizations, universities, and numerous other links in the public health system.

## Dashboards

The Annual Report contains data Dashboards for each Action Plan with three identified priorities from the 2014-2019 CHIP that are separated into a Northern Region, encompassing Page, Grand Canyon/Tusayan, the Navajo Nation, Fredonia, and a Southern Region including Flagstaff, Williams, and other communities.

The Dashboards showcase Measures, Targets, and Current Status specific to those Measures. The Baseline column contains data included in the 2014-2019 CHIP, and the Trend column shows more recent values unless data were unavailable. The Status column reads “+” for indicators improving (moving towards the target or meeting target), “stable” for no change, or “-” for indicators getting worse (moving in opposite direction of target). An NA for Not Applicable is shown when it has been determined that the strategy and affiliated objectives are beyond the scope of the workgroup. Additionally, it should be noted in some instances that baseline data is not available, data is not updated annually, or objectives are not measurable.

## Goals and Objectives



**Process Objectives** measure how much the community has done to address each strategic issue. These objectives assess whether planned activities from the Action Plans have been completed. Examples can include but are not limited to, education, programs, or policy change.

**Impact Objectives** measure overall community health factors. The work of the Action Plans are presumed to contribute to changes in health factors. While there are many influences on

Coconino County's health factors, Action Plan activities are focused to have an impact on factors such as lifestyle, behaviors, or improved access to care.

**Outcome Objectives** measure overall community health outcomes. By making an impact on health factors, the work of the Action Plans are expected to contribute to long-term changes in health outcomes, such as lower rates of death and lower incidences of disease or injury.

### Strategy and Activity Progress Chart

This chart captures the evolution and progress of the strategies identified in the Community Health Improvement Plan (2014-2019), and can be understood using the following information:

1. Timeline of Strategies
  - 2014: Included as a priority, goal, or strategy in the original Community Health Improvement Plan.
  - 2016: Included in the Implementation Plan used for forming CHIP workgroups.
  - 2018: A current priority, goal, or strategy being worked on within the community.
2. Each CHIP strategy has been rated using the following four criteria:
  - Feasible: Is the strategy feasible to implement?
  - Resources: Are resources available in the community for strategy development and implementation?
  - Community Assets: Could the strategy be completed within the community in the remaining years of the current CHIP?
  - Progress: Is progress being made toward implementation for a given strategy?
3. The status of each CHIP strategy has been evaluated as:
  - **Complete:** the measures for the strategy have been met.
  - **In Progress:** work is proceeding and will continue into 2019.
  - **Reprioritized:** strategy changed, discontinued, or moved to another priority area as it was agreed that a different strategy or approach would work better.
  - **Future:** the strategy will be address in upcoming years by the CHIP workgroup
4. Color Code for chart: The table utilizes different shades to visually indicate whether the strategy has moved forward with active work devoted to it, has been completed or has been reprioritized by either being realigned into another strategy or discontinued.



## Access to Care- Northern Region Dashboard

| Type of Objective | Measure   | Baseline             | Trend                                  | Target     | Status |
|-------------------|---|----------------------|--|------------|--------|
| Outcome objective | % of Coconino County Residents without Health Insurance | 2011 – 22%           | 2016 – 21%<br>2017 – 19%<br>2018 – 15% | Decrease%  | +      |
| Process Objective | Back to School Resource Fair provider participation     | 10                   | 2016 - 10<br>2017 – 15<br>2018- 0      | Increase # | -      |
| Process Objective | Increase participation at Community Resource Meetings   | 5                    | 2016 –15<br>2017 –9<br>2018 - 10       | Increase # | +      |
| Process Objective | Provide outreach to residents                           | 1 new program a year | 2016 – 0<br>2017 – 1<br>2018 – 1       | Increase   | -      |

Source: <http://www.countyhealthrankings.org/app/arizona/2016/rankings/coconino/county/outcome>



## Access to Care – Northern Region Strategy and Activity Progress Chart

| Priority Area  | Goals  | Strategies  | 2014 | 2016 | 2018 | Feasible Y/N | Resources Y/N | Community Assets Y/N | Progress Y/N | Status  |
|----------------|--|---|------|------|------|--------------|---------------|----------------------|--------------|---|
| Access to Care | Increase Prevention Services and health education between medical agencies and School Districts. | School Districts coordinate with each other to share information curriculum resources and programs. (Back to School Fair) | X    | X    | X    | Y            | Y             | Y                    | Y            | In progress                                   |
|                |  | Develop a collaborative umbrella committee to identify resources in the community   | X    | X    | X    | Y            | Y             | Y                    | Y            | In progress                                   |
|                |  | Develop a collaborative committee focused on clinics/health education within school setting                               | X    |      |      | N            | Y             | Y                    | N            | Reprioritized; discontinued 2018              |
|                |  | Develop viable billing codes that can be used in school-based clinics and health education programs                       | X    | X    |      | N            | N             | N                    | N            | Reprioritized; discontinued 2018              |
|                | Reduce Distance barriers   | Develop a workgroup   | X    | X    |      | Y            | Y             | Y                    | Y            | Reprioritized; merged into Goal 1, Strategy 2 |
|                |  | Identify resources and needs  | X    | X    |      | Y            | Y             | Y                    | Y            | Reprioritized; merged into Goal 1, Strategy 2 |
|                |  | Promote existing resources  | X    | X    | X    | Y            | Y             | Y                    | Y            | Complete                                      |

|  |  |  |   |   |   |   |   |   |   |  |
|--|--|--|---|---|---|---|---|---|---|--|
|  | <b>Establish<br/>Centralize<br/>d<br/>Resource<br/>tools</b> | Master networking<br>list                                    | X | X |   | Y | Y | Y | Y | Complete   |
|  |  | Create a centralized<br>resource for<br>Northern Arizona     | X | X | X | Y | Y | Y | Y | Complete   |
|  |  | Pursue a grant to<br>promote service via<br>electronic media | X | X |   | Y | N | N | Y | Reprioritized;<br>merged into<br>Goal 1,<br>Strategy 2 |



## Goals and Strategies

**Goal 1: To increase prevention services and health education by partnerships between medical agencies and school districts by increasing the number of school-based clinics and education programs by June 2018, focused on identifying resources and the establishment of a centralized resource tool.**

| Activity  | Target Date | Resources Required             | Lead Person/Organization Responsible  | Anticipated Product or Result | Progress Notes   |
|---|-------------|--------------------------------|---|-------------------------------|--|
| <b>Strategy 1:</b><br>School Districts coordinate with each other to share information curriculum resources and programs.   | 6/2018      | Staff time and school approval | Coconino County Public Health Service District and Page Unified School District | Annual Back to School Fair    | 2017: a Back to School Fair was held with resources from multiple agencies. Due to staff turnover, the 2018 Back to School Fair was not held. Teams are working on the 2019 program development.<br><b>In Progress</b> |
| <b>Strategy 2:</b><br>Develop a collaborative umbrella committee between medical agencies and schools to identify key areas for implementation via clinics or health education programs | 6/2018      | Staff time and school approval | Coconino County Public Health Service District and Page Unified School District | Community Resource Committee  | The Community Resource Committee has been meeting monthly beginning in 2015. The focus has shifted to a community resource structure vs. the initial singular  |

|   |        |            |                          |   |  |
|---|--------|------------|--------------------------|---|--|
| within the school setting.  |        |            |                          |   | focused structure of the meeting addressing only services developed in the school setting.<br><b>In Progress</b>   |
| <b>Strategy 3:</b><br>Develop networking partnership between school programs and medical agencies to determine viable billing codes that offset costs to provide school-based clinics and health education programs | 6/2018 | Staff time | Community Resource Group | Guide book to assist the school district and medical facilities on allowable billing codes for off-site clinic visits | The project in 2018 was put on hold as this was determined not to be viable for the community medical providers. Discontinue this strategy;<br><b>Reprioritized; discontinued 2018</b> |

**Goal 2: Reduce Distance barriers** (Note: This goal has been revised and merged with Goal 1, Strategy 2)

| Activity  | Target Date | Resources Required | Lead Person/Organization Responsible                                      | Anticipated Product or Result | Progress Notes  |
|---|-------------|--------------------|---|-------------------------------|---|
| <b>Strategy 1:</b><br>Invite appropriate providers/ participants to workgroup | 7/16        | Staff time         | Page Hospital (Banner) and Coconino County Public Health Service District | Development of a committee    | 2017: Became part of Goal 1, Strategy 2 in the development of a Community Resource Group<br><b>Reprioritized; merged with</b> |

|   |       |   |   |                            | <b>Goal 1,<br/>Strategy 2</b>   |
|---|-------|---|---|----------------------------|---|
| <b>Strategy 2:</b><br>Identify resources and needs                                  | 11/16 | Staff Time                                | Page Hospital (Banner) and Coconino County Public Health Service District | Development of a committee | 2017: Became part of Goal 1, Strategy 2 in the development of a Community Resource Group.<br><b>Reprioritized; merged with Goal 1, Strategy 2</b>   |
| <b>Strategy 3:</b><br>To promote existing resources (e.g., mobile, satellite, etc.) | 4/17  | Staff time and dollars for a mobile site. | Page Hospital (Banner)  | A mobile medical clinic    | 2017: (1) Banner Hospital launched their mobile clinic to reach remote areas of Coconino County. 2018: (2) The Coconino County Children and Youth website was completed to promote existing resources.<br><b>Complete</b> |

**Goal 3: Establish centralized resource tools** (2 of the 3 Strategies of this Goal have been accomplished and merged into Goal 1 Strategy 2.

| <b>Activity</b>                      | <b>Target Date</b> | <b>Resources Required</b> | <b>Lead Person/Organization Responsible</b> | <b>Anticipated Product or Result</b> | <b>Progress Notes</b>        |
|--------------------------------------|--------------------|---------------------------|---|--------------------------------------|------------------------------|
| <b>Strategy 1:</b><br>Media regional | 8/16               | Staff time                | Page Hospital (Banner)                      | Master email listing of partners     | 2016: The Community Resource |

|   |      |            |  |   |   |
|---|------|------------|--|---|---|
| networking – emails, website, meeting                                   |      |            |  | in the community  | Committee was developed to keep partners informed and improve networking; 2017-2018: continues to meet monthly. - <b>Complete</b>   |
| <b>Strategy 2:</b><br>Create centralized resources for Northern Arizona | 5/17 | Staff Time | Lynne Hoffman-Community Resident                   | Website for all resources to be listed for public viewing                     | The Coconino County Children and Youth website was completed to promote existing resources. <b>Complete</b>   |
| <b>Strategy 3:</b><br>Pursue ongoing grant                              | 2017 | Staff Time | Page Hospital (Banner) and Page Community Services | Receive a grant to promote services in the Northern region of Coconino County | Staff turnover of critical members resulted in no one available to follow up on grant opportunity. Staff efforts were redirected and merged into Goal 1 of the Community Resource Committee. – <b>Reprioritized; merged with Goal 1, Strategy 2</b> |

|   |
|---|
| <b>Plans for Sustaining Action</b>  |
| In 2018, Coconino County's Northern Region experienced changes that negatively affected the CHIP progress. Coconino County Public Health Service District and Page Hospital (Banner) both underwent significant turnover in key staff. Local communities were also beginning to feel the effects of the loss of a major employer in the area, causing changes in the economic sector. The goals and alignment of the CHIP for the Northern Region were re-structured to incorporate the Access to Care Workgroup, Injury Prevention Workgroup, and Chronic Disease Workgroup into a single workgroup with the Community Resource Committee serving as the primary partner addressing CHIP's goals and strategies. |
| <b>Participation of Partners in Monitoring CHIP &amp; Process For Reviewing Action Plan</b>   |
| Representatives from Canyonlands (Page's Federally Qualified HealthCare) Coconino County Community Services, Coconino County Probation, Encompass Health Services, Faith Groups, Northern Arizona Council of Governments (NACOG), Tse'Yaato Accommodation High School, Page Chamber of Commerce, Page Hospital (Banner), Page Unified School District meet monthly as representatives' schedules allowed. Meeting minutes, progress updates, and revisions were provided through email correspondence.  |
| <b>Policy Changes Needed</b>  |
| N/A   |
| <b>State Health Improvement Plan alignment</b>  |
| Target outreach efforts to populations who struggle with access to care.  |
| <b>National Prevention Strategy alignment</b>   |
| Reduce barriers to accessing clinical and community preventive services, especially among populations at greatest risk.   |
| <b>Healthy People 2020 alignment</b>  |
| Reduce the proportion of individuals who are unable to obtain or delay in obtaining necessary medical care, dental care, or prescription medicines.   |

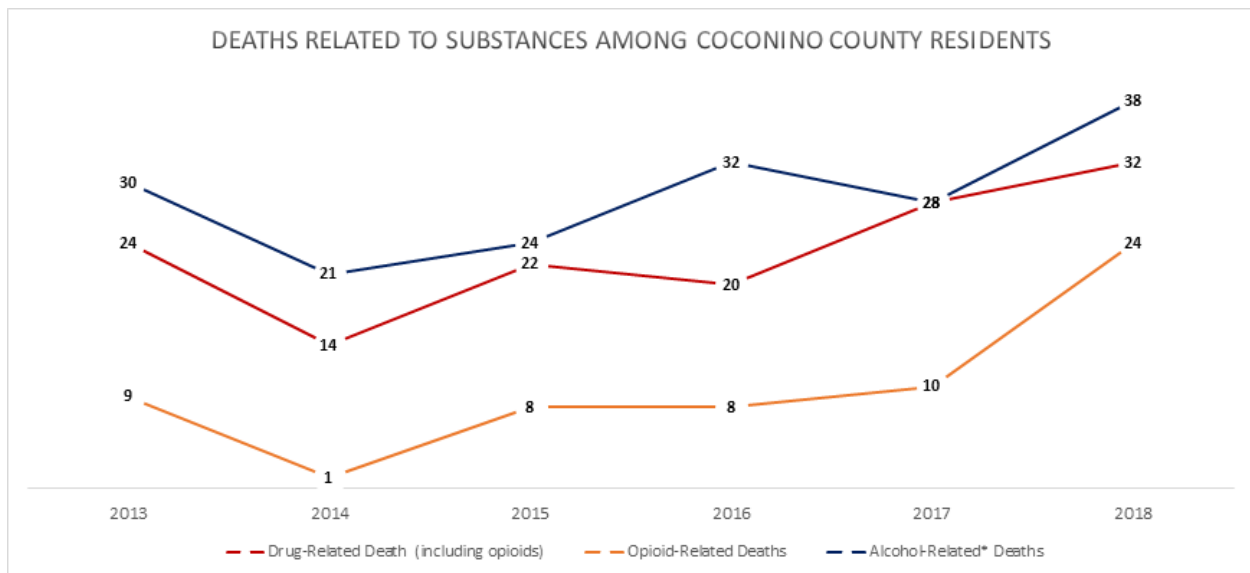


## Injury Prevention- Northern Region Dashboard

**Injury Prevention:** This topic as part of CHIP ended in 2017 due to staffing changes and duplication of efforts.

| Type of Objective | Measure  | Baseline   | Trend                                  | Target               | Status |
|-------------------|--|------------|--|----------------------|--------|
| Outcome objective | By 2020, reduce unintentional injury death by alcohol rates in Coconino County by 5% | 2016 – 12% | 2016 – 19%<br>2017 – 19%<br>2018 – 20% | Decrease %           | +      |
| Process Objective | Increase community contacts to develop Stranger Danger educational materials         |            |  | Discontinued in 2016 | NA     |
| Process Objective | Provide social media messaging for parental involvement                              |            |  | Discontinued in 2016 | NA     |
| Process Objective | Prevent alcohol abuse  |            |  | Discontinued in 2017 | NA     |

Source: <http://www.countyhealthrankings.org/app/arizona/2016/rankings/coconino/county/outcomes/overall> - 2018



Data from Coconino County Injury Related Morbidity and Mortality Report. (Numbers not reflected in outcome objective above)

## Injury Prevention – Northern Region Strategy and Activity Progress Chart

| Priority Area     | Goals  | Strategies  | 2014 | 2016 | 2018 | Feasible Y/N | Resources Y/N | Community Assets Y/N | Progress Y/N | Status                           |
|-------------------|--|---|------|------|------|--------------|---------------|----------------------|--------------|----------------------------------|
| Injury Prevention | Educate children on “Stranger Danger.”                 | Contact schools, parents, chapter houses  | X    | X    |      | Y            | N             | N                    | N            | Reprioritized; discontinued 2016 |
|                   |  | Develop educational materials   | X    | X    |      | Y            | N             | N                    | N            | Reprioritized; discontinued 2016 |
|                   | Improve parent involvement and supervision of children | Contact organizations   | X    | X    |      | Y            | N             | N                    | N            | Reprioritized; discontinued 2017 |
|                   |  | Get message out via media and social media outlets  | X    | X    |      | Y            | N             | N                    | N            | Reprioritized; discontinued 2017 |
|                   | Prevent Alcohol Abuse                                  | Assist in the development of a substance abuse prevention curriculum for police and fire departments to use in schools. | X    | X    |      | Y            | N             | N                    | N            | Reprioritized; discontinued 2017 |
|                   |  | Contact local schools to ensure curriculum is ready to present to students  | X    | X    |      | Y            | N             | N                    | N            | Reprioritized; discontinued 2017 |
|                   |  | Hold an art contest to school-aged children to develop a anti-substance abuse billboard for the local highways          | X    | X    |      | Y            | N             | N                    | N            | Reprioritized; discontinued 2017 |

## Goals and Strategies

**Goal 1: Educate Children on “Stranger Danger.”** (This goal was eliminated by the current CHIP workgroup due to staffing changes.)

| Activity   | Target Date | Resources Required   | Lead Person/Organization Responsible   | Anticipated Product or Result | Progress Notes  |
|--|-------------|--|--|-------------------------------|---|
| <b>Strategy 1:</b><br>Contact schools, parents, chapter houses, and others who have contact with parents that have children. | 11/2016     | Staff time and chapter houses of the lead organization.    | Navajo Nation Social Services Division | Stranger Danger program       | 2016 – Navajo Nation Social Services Division took lead on this project. Due to funding issues, the Division was relocated outside of Coconino County. As a result, the project not started.<br><b>Reprioritized; discontinued 2016</b> |
| <b>Strategy 2:</b><br>Develop educational materials with input from groups above by (both strategies)                        | 11/2016     | Staff time and chapter houses <u>of lead organization.</u> | Navajo Nation Social Services Division | Stranger Danger program       | 2016: Project not started.<br><b>Reprioritized; discontinued 2016</b>   |

**Goal 2: Improve parent involvement and supervision of children. (This goal was eliminated by the current CHIP workgroup due to staffing changes.)**

| Activity  | Target Date | Resources Required | Lead Person/Organization Responsible                                | Anticipated Product or Result | Progress Notes  |
|---|-------------|--------------------|---|-------------------------------|---|
| <b>Strategy 1:</b><br>Contact organizations (parents, chapter houses, etc.) | 5/17        | Staff time         | Teddy Bedoni, Louise Bedoni, Navajo Nation Social Services Division | Support Group                 | 2017: Disbanded due to project staff turnover. Strategy eliminated by CHIP workgroup. <b>Reprioritized; discontinued 2017</b> |
| <b>Strategy 2:</b><br>Get message out via media, social media               | 5/17        | Staff Time         | Teddy Bedoni, Louise Bedoni, Navajo Nation Social Services Division | Develop Twitter, Facebook     | 2017: Disbanded due to project staff turnover. Strategy eliminated by CHIP workgroup. <b>Reprioritized; discontinued 2017</b> |

**Goal 3: Prevent Alcohol Abuse. (This goal was eliminated by the current CHIP workgroup due to staffing changes and strategies were duplicative of current community services already offered.)**

| Activity   | Target Date | Resources Required | Lead Person/Organization Responsible           | Anticipated Product or Result | Progress Notes  |
|--|-------------|--------------------|--|-------------------------------|---|
| <b>Strategy 1:</b><br>Assist in the development of substance abuse (SA) prevention | 8/16        | Staff time         | Coconino County Public Health Service District | Substance Abuse Curriculum    | 2017: Strategy determined to be duplicative of current community services |

|   |       |            |  |   |   |
|---|-------|------------|--|---|---|
| curriculum and provide to all Northern Region Police and Fire Department Directors to present to schools two times/year.                                      |       |            |  |   | programming already offered.<br><b>Reprioritized; discontinued 2017</b>   |
| <b>Strategy 2:</b><br>Contact local schools by Nov 2016 to ensure curriculum is ready to present to students.   | 11/16 | Staff Time | Coconino County Public Health Service District | Substance Abuse Curriculum  | 2017: Strategy determined to be duplicative of current community services programming already offered.<br><b>Reprioritized; discontinued 2017</b> |
| <b>Strategy 3:</b><br>Hold art contest in Northern Region schools to develop education billboard (anti-substance abuse) to post on Highways 98,160,89, SR264. | 11/16 | Staff Time | Coconino County Public Health Service District | Art contest for students and display winning drawings on billboards to create awareness | 2017: Strategy determined to be duplicative of current community services programming already offered.<br><b>Reprioritized; discontinued 2017</b> |

|   |
|---|
| <b>Plans for Sustaining Action</b>  |
| In 2018, Coconino County's Northern Region experienced changes that negatively affected the CHIP progress. Coconino County Public Health Service District and Page Hospital (Banner) both underwent significant turnover in key staff. Local communities were also beginning to feel the effects of the loss of a major employer in the area, causing changes in the economic sector. The goals and alignment of the CHIP for the Northern Region were re-structured to incorporate the Access to Care Workgroup, Injury Prevention Workgroup, and Chronic Disease Workgroup into a single workgroup with the Community Resource Committee serving as the primary partner addressing CHIP's goals and strategies. |
| <b>Participation of Partners in Monitoring CHIP &amp; Process For Reviewing Action Plan</b>   |
| Representatives from Canyonlands (Page's Federally Qualified HealthCare) Coconino County Community Services, Coconino County Probation, Encompass Health Services, Faith Groups, Northern Arizona Council of Governments (NACOG), Tse'Yaato Accommodation High School, Page Chamber of Commerce, Page Hospital (Banner), Page Unified School District meet monthly as representatives' schedules allowed. Meeting minutes, progress updates, and revisions were provided through email correspondence.  |
| <b>Policy Changes Needed</b>  |
| <ul style="list-style-type: none"> <li>• None</li> </ul>  |
| <b>State Health Improvement Plan alignment</b>  |
| Not applicable; discontinued CPHSD goals and strategies   |
| <b>National Prevention Strategy alignment</b>   |
| Not applicable; discontinued CPHSD goals and strategies   |
| <b>Healthy People 2020 alignment</b>  |
| Not applicable; discontinued CPHSD goals and strategies   |



## Chronic Disease- Northern Region Dashboard

| Type of Objective | Measure  | Baseline                   | Trend                                  | Target           | Status |
|-------------------|--|----------------------------|--|------------------|--------|
| Outcome objective | Decrease the proportion of adults who are at an obese weight by 5% | 2011 Coconino County – 21% | 2016 – 22%<br>2017 – 23%<br>2018 – 23% | Decrease %       | —      |
| Process Objective | Farmer's Market operational in Page                                | Operational                | 2017- No<br>2018 - Yes                 | Operating Market | +      |

Source: <http://www.countyhealthrankings.org/app/arizona/2011/measure/factors/11/data/sort-0> thru 2018



## Chronic Disease – Northern Region Summary and Activity Progress Chart

| Priority Area   | Goals   | Strategies   | 2014 | 2016 | 2018 | Feasible Y/N | Resources Y/N | Community Assets Y/N | Progress Y/N | Status  |
|-----------------|---|--|------|------|------|--------------|---------------|----------------------|--------------|---|
| Chronic Disease | Strengthen the local food system by opening a farmer's market | Find an insurance free space and a local sponsor                     | X    | X    | X    | Y            | Y             | Y                    | Y            | Complete  |
|                 |   | Develop workshops for gardening/growing to train for growers/vendors |      | X    |      | Y            | Y             | N                    | N            | Future  |
|                 |   | Solicit participation from farmers, gardeners, and growers           |      | X    | X    | Y            | Y             | Y                    | Y            | Complete  |
|                 | Coordinate community partners                                 | Inventory chronic disease programs in northern Coconino County       | X    | X    |      | N            | N             | N                    | N            | Reprioritized; merged with Access to Care Workgroup, Goal 1, Strategy 2 |
|                 |   | Create a newsletter/shared calendar for events                       | X    | X    |      | Y            | Y             | N                    | Y            | Reprioritized; merged with Access to Care Workgroup, Goal 1, Strategy 2 |
|                 |   | Share updates with the public  | X    | X    |      | Y            | Y             | N                    | Y            | Reprioritized; merged with Access to Care Workgroup, Goal 1, Strategy 2 |



## Goals and Strategies

### Goal 1: Strengthen the local food system by opening a farmer's market.

| Activity  | Target Date | Resources Required                       | Lead Person/Organization Responsible   | Anticipated Product or Result  | Progress Notes  |
|---|-------------|--|--|--------------------------------|---|
| <b>Strategy 1:</b> Find an insurance free space and a local sponsor   | 5/17        | Physical location for market             | City of Page Chamber of Commerce and Coconino County Public Health Service District. | Location for a Farmer's Market | 2018: A location was allowed by the City of Page in the Page City Park with 15-20 vendors participating from May-September 2018.<br><b>Complete</b> |
| <b>Strategy 2:</b> Develop workshops for gardening/growing education, i.e, Garden Expo, small business training for growers/vendors | 5/17        | Master Gardeners and education materials | Undetermined   | Workshops                      | Tabled as focus was on getting a Farmer's Market started for the 2018 season.<br><b>Future</b>  |
| <b>Strategy 3:</b> Solicit participation from farmers, gardeners, and growers   | 5/17        | Staff time and social media              | City of Page Chamber of Commerce   | Farmers Market operating       | 2018: Emails and social media used to solicit vendors and community members.<br><b>Complete</b>   |

**Goal 2: Coordinate Community Partners (Goal moved to Access to Care Workgroup)**

| <b>Activity</b>  | <b>Target Date</b> | <b>Resources Required</b> | <b>Lead Person/Organization Responsible</b>                               | <b>Anticipated Product or Result</b> | <b>Progress Notes</b>   |
|--|--------------------|---------------------------|---|--------------------------------------|---|
| <b>Strategy 1:</b><br>Inventory chronic disease programs in northern Coconino County | 8/16               | Staff Time                | Page Hospital (Banner) and Coconino County Public Health Service District | Listing of programs                  | 2017: Realigned with Access to Care strategies and the development of resources. <b>Reprioritized; merged with Access To Care, Goal 1, Strategy 2</b> |
| <b>Strategy 2:</b><br>Create newsletter/calendar to share information                | 5/17               | Staff Time                | Coconino County Public Health Service District                            | Newsletter                           | 2017: Realigned with Access to Care strategies and the development of resources. <b>Reprioritized; merged with Access To Care, Goal 1, Strategy 2</b> |
| <b>Strategy 3:</b><br>Share updates with public                                      | 5/17               | Staff Time                | Coconino County Public Health Service District                            | Social Media                         | 2017: Realigned with Access to Care strategies and the development of resources. <b>Reprioritized; merged with Access To Care, Goal 1, Strategy 2</b> |

### **Plans for Sustaining Action**

In 2018, Coconino County's Northern Region experienced changes that negatively affected the CHIP progress. Coconino County Public Health Service District and Page Hospital (Banner) both underwent significant turnover in key staff. Local communities were also beginning to feel the effects of the loss of a major employer in the area, causing changes in the economic sector. The goals and alignment of the CHIP for the Northern Region were re-structured to incorporate the Access to Care Workgroup, Injury Prevention Workgroup, and Chronic Disease Workgroup into a single workgroup with the Community Resource Committee serving as the primary partner addressing CHIP's goals and strategies.

### **Participation of Partners in Monitoring CHIP & Process For Reviewing Action Plan**

Representatives from Canyonlands (Page's Federally Qualified HealthCare) Coconino County Community Services, Coconino County Probation, Encompass Health Services, Faith Groups, Northern Arizona Council of Governments (NACOG), Tse'Yaato Accommodation High School, Page Chamber of Commerce, Page Hospital (Banner), Page Unified School District meet monthly as representatives' schedules allowed. Meeting minutes, progress updates, and revisions were provided through email correspondence.

### **Policy Changes Needed**

N/A

### **State Health Improvement Plan alignment**

Empower Arizonans to adopt a healthy lifestyle

### **National Prevention Strategy alignment**

Healthy eating: Increase access to healthy and affordable foods in communities.

### **Healthy People 2020 alignment**

Increase the variety and contribution of vegetables to the diets of the population aged two years and older.



## Access to Care- Southern Region Dashboard

| Type of Objective | Measure   | Baseline                  | Trend                               | Target   | Status |
|-------------------|---|---------------------------|-------------------------------------|----------|--------|
| Outcome objective | Preventable hospital stays. – decrease number   | 2011 Coconino County - 70 | 2016 - 35<br>2017 - 39<br>2018 - 32 | Decrease | +      |
| Process Objective | Community partners trained in Health Partners – Community Connection  | 15 members                | 2018- 33 Trained                    | Increase | +      |
| Process Objective | Participants trained in Health Literacy workshops   | 10                        | 2018 - 40                           | Increase | +      |
| Process Objective | Referrals received from the Hospital for Emergency Medical Services (EMS) to conduct home visits to reduce 30-day readmission rates | 0                         | 2018 – 125 patients.                | Increase | +      |

Source: <http://www.countyhealthrankings.org/app/arizona/2011/measure/factors/11/data/sort-0> thru 2018

## Access to Care – Southern Region Strategy and Activity Progress Chart

| Priority Area  | Goals                                      | Strategies   | 2014 | 2016 | 2018 | Feasible Y/N | Resources Y/N | Community Assets Y/N | Progress Y/N | Status  |
|----------------|--|--|------|------|------|--------------|---------------|----------------------|--------------|---|
| Access to Care | Increase communication and collaboration   | Insure stakeholders coordinate and share service /resource among all providers                             | X    | X    | X    | Y            | Y             | Y                    | Y            | In Progress/<br>Ongoing                       |
|                |  | Identify and disseminate a model for sharing community resources among and between social service agencies | X    | X    | X    | Y            | Y             | Y                    | Y            | In Progress/<br>Ongoing                       |
|                | Empower individuals around health literacy | Develop a fact sheet on payment and insurance options in Coconino County                                   | X    | X    |      | N            | N             | N                    | N            | Reprioritized; discontinued 2018              |
|                |  | Develop a best practice model based on research for health literacy for direct health service personnel.   | X    | X    | X    | N            | N             | N                    | N            | Reprioritized; discontinued 2018              |
|                |  | Develop a best practice model based on research for health literacy educating the individual patient.      | X    | X    | X    | Y            | Y             | Y                    | Y            | In Progress/<br>Ongoing                       |
|                | Reduce distance barriers                   | Get people to needed services; participate in coordinated transportation plans                             | X    | X    | X    | N            | N             | N                    | N            | Reprioritized; discontinued 2018              |
|                |  | Bring needed services to people's homes – home visits and technology                                       | X    | X    | X    | Y            | Y             | Y                    | Y            | In Progress/<br>Ongoing                       |
|                |  | Create more places to get medical services; map available services   | X    |      |      | N            | Y             | N                    | N            | Reprioritized; merged with Goal 1, Strategy 2 |

## Goals and Strategies

### Goal 1: Increase communication and collaboration

| Activity  | Target Date | Resources Required | Lead Person/Organization Responsible                           | Anticipated Product or Result                                     | Progress Notes  |
|---|-------------|--------------------|--|---|---|
| <b>Strategy 1:</b><br>Insure stakeholders coordinate and share services/resources among all providers.                            | 7/2017      | Staff Time         | North Country HealthCare                                       | Access To Care Workgroup members Identified as points of contact  | 2018: Access to Care Work Group members serve as the primary points of contact for agencies and organizations that were not participating in the Access to Care Work Group. This allows sharing of information about new or revised programs in the community.<br>– In Progress/Ongoing |
| <b>Strategy 2:</b><br>Identify and disseminate a model for sharing community resources among and between social service agencies. | 1/2018      | Staff Time         | North Country Healthcare and Access to Care Work Group members | Google based document with resources – Healthy Partners Community | 2018: Database completed and training of community partners began with 33 partners  |

|  |  |  |  |             |  |
|--|--|--|--|-------------|--|
|  |  |  |  | Connections | completing training in 2018. Three (3) more training sessions are scheduled for 2019. <b>In Progress/Ongoing</b> |
|--|--|--|--|-------------|--|

**Goal 2: Empower individuals around health literacy**

| Activity  | Target Date | Resources Required | Lead Person/Organization Responsible | Anticipated Product or Result | Progress Notes   |
|---|-------------|--------------------|--------------------------------------|-------------------------------|--|
| <b>Strategy 1:</b><br>Develop a fact sheet on payment and insurance options in Coconino County.   | 6/2017      | Staff Time         | Access to Care Work Group            | Fact Sheet                    | Strategy eliminated due to resource restrictions. <b>Reprioritized ; discontinued 2018</b>   |
| <b>Strategy 2:</b><br>Develop a Health Literacy best practice/promising practice model for use by direct health service personnel (Training model). | 6/2018      | Staff Time         | Access to Care Work Group            | Training model                | Strategy eliminated due to resource restrictions. <b>Reprioritized ; discontinued 2018</b>   |
| <b>Strategy 3:</b><br>Develop a Health Literacy best practice/promising practice model for educating the individual patient                         | 6/2018      |                    | North Country HealthCare             | Training model                | 2018: Development of 4 different workshops, designed specifically for high-risk populations, |

|  |  |  |  |  |  |
|--|--|--|--|--|--|
| (same as Strategy 2 but directed towards the patient). |  |  |  |  | <p>This program was designed in conjunction with the Literacy Center, included <i>How to Avoid Urgent Care, Reading Your Prescription Bottle, Making the Best of Your Doctor Visit</i> and <i>SNAP and other Nutrition Benefits</i>. The workshops were held at the Sunshine Rescue Mission, Shelter Services for Men, to 40 individuals.</p> <p><b>In Progress/ Ongoing</b></p> |
|--|--|--|--|--|--|



### Goal 3: Reduce distance barriers

| Activity  | Target Date | Resources Required | Lead Person/Organization Responsible   | Anticipated Product or Result  | Progress Notes   |
|---|-------------|--------------------|--|--|--|
| <b>Strategy 1:</b><br>Get people to needed services; participate in coordinated transportation plans.   | 1/2017      | Staff Time         | Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA)            | Transportation routes realigned for easier access to medical services. | 2018: Strategy moving forward through NAIPTA efforts and not through this Work Group.<br><b>Reprioritized; discontinued 2018</b>   |
| <b>Strategy 2:</b><br>Bring needed services to people's homes; increase appropriate access to home health care through technology, and ensure the ability for home visits through existing resources. | 1/2018      | Staff Time         | Guardian Medical Transport and Highland Fire District Emergency Medical Services (EMS) | Increase in home services  | 2018: Pilot project with Northern Arizona Healthcare and Hospital Care Managers coordinate with EMS to provide in-home care to reduce readmissions within 30 days by providing non-emergent care.<br><b>In Progress/ Ongoing</b> |
| <b>Strategy 3:</b><br>Create more places to receive   | 6/2016      | Staff time         | Access to Care Work Group  | Map services   | Strategy eliminated.<br><b>Reprioritized; merged with</b>  |

|   |  |  |  |  |                           |
|---|--|--|--|--|---------------------------|
| medical services; map available services; work to identify gaps in services and resolve them. |  |  |  |  | <b>Goal 1, Strategy 2</b> |
|---|--|--|--|--|---------------------------|

|  |
|--|
| <b>Plans for Sustaining Action</b>   |
| The Southern Region goals for the Access to Care Work Group were modified in 2018 to focus on Goal 1: to improve communication and collaboration. A resource approach was launched for Healthy Partners Community Connections with training on the use of the database for community members starting in 2018 and additional training scheduled in 2019. The database is maintained by North Country Healthcare with the Access to Care Work Group being assigned to communicate with referral sources to ensure information is accurate and up to date. Grant funding and expansion of referral source database will be explored in 2019 with the intent to include Page and Williams resources. Goal 2 is being developed by North Country HealthCare with a four-part workshop that began in 2018 and is still being pilot tested. Goal 3 is a new program in 2018 that is a joint effort between Emergency Medical Services and Northern Arizona Healthcare to coordinate high-risk patients with in-home follow-up care to decrease hospital readmission rates. |
| <b>Participation of Partners in Monitoring CHIP &amp; Process For Reviewing Action Plan</b>  |
| Representatives from: Coconino Community College, Coconino County Public Health Service District, National Park Services, Highland Fire Department, NAIPTA, North County Health Care, Northern Arizona Healthcare, Northern Arizona University and St. Mary's Food Bank provided progress updates and revisions through email correspondence on progress achieved and changes to strategies and goals.   |
| <b>Policy Changes Needed</b>   |
| <ul style="list-style-type: none"> <li>• NA</li> </ul>   |
| <b>State Health Improvement Plan alignment</b>   |
| <ul style="list-style-type: none"> <li>• Target outreach efforts to populations who struggle with access to care.</li> <li>• Improve the health literacy of consumers.</li> <li>• Assure adequate networks in rural, underserved areas and tribal populations.</li> </ul>  |
| <b>National Prevention Strategy alignment</b>  |
| <ul style="list-style-type: none"> <li>• Reduce barriers to accessing clinical and community preventive services, especially among populations at greatest risk. Enhance coordination and integration of clinical, behavioral, and complementary health strategies.</li> </ul>   |
| <b>Healthy People 2020 alignment</b>   |
| <ul style="list-style-type: none"> <li>• Reduce the proportion of individuals who are unable to obtain or delay in obtaining necessary medical care, dental care, or prescription medicines.</li> </ul>  |



## Injury Prevention- Southern Region Dashboard

| Type of Objective | Measure  | Baseline  | Trend                                  | Target            | Status |
|-------------------|--|---|--|-------------------|--------|
| Outcome objective | By 2020, reduce unintentional injury death by alcohol rates in Coconino County by 5% | 2016 – 12%  | 2016 – 19%<br>2017 – 19%<br>2018 – 20% | Decrease %        | —      |
| Process Objective | Increase community awareness of resources and issues of excessive drinking           | 1 Activity a year to enhance awareness through Injury Prevention Work Group | 2016 - 0<br>2017 - 1<br>2018 - 1       | 1 activity a year | +      |

Source: <http://www.countyhealthrankings.org/app/arizona/2011/measure/factors/11/data/sort-0> thru 2018

### Injury Prevention – Southern Region Strategy and Activity Progress Chart

| Priority Area     | Goals   | Strategies                                   | 2014 | 2016 | 2018 | Feasible Y/N | Resources Y/N | Community Assets Y/N | Progress Y/N | Status                           |
|-------------------|---|--|------|------|------|--------------|---------------|----------------------|--------------|----------------------------------|
| Injury Prevention | Improve injury data collection at the community level | Evaluate and review the current data sources | X    | X    |      | N            | N             | N                    | N            | Reprioritized; discontinued 2016 |
|                   |   | Identify the gaps in data sources            | X    | X    |      | N            | N             | N                    | N            | Reprioritized; discontinued 2016 |
|                   |   | Create a strategy to fill those data gaps    | X    | X    |      | N            | N             | N                    | N            | Reprioritized; discontinued 2016 |

|  |   |  |   |   |   |   |   |   |   |                                  |
|--|---|--|---|---|---|---|---|---|---|----------------------------------|
|  | <b>Reduce child abuse (safe child care environments)</b>    | Review and revise existing education and resource materials                                | X | X |   | N | N | N | N | Reprioritized; discontinued 2016 |
|  |   | Expand message to more people with full public health system support                       | X | X |   | N | N | N | N | Reprioritized; discontinued 2016 |
|  |   | Reference new data and reorganize  | X | X |   | N | N | N | N | Reprioritized; discontinued 2016 |
|  | <b>Reduce substance abuse and misuse in Coconino County</b> | Compile a comprehensive list of existing substance abuse prevention and treatment programs | X | X | X | Y | Y | Y | Y | In Progress/ Ongoing             |
|  |   | Gather solid baseline data on substance abuse and misuse across subpopulations             | X | X |   | Y | Y | Y | Y | Complete                         |
|  |   | Assess provider use of SBIRT model during patient appointments.                            |   | X | X | Y | Y | Y | Y | Complete                         |
|  |   | Expand use of SBIRT model in private practice offices                                      |   |   | X | Y | Y | Y | Y | In Progress/ Ongoing             |

## Goals and Strategies

**Goal 1: Improve injury data collection at the community level (Goal eliminated in 2016 as CCPHSD epidemiologist track and utilize data sources in conjunction with the State of Arizona's Health Services.)**

| Activity  | Target Date | Resources Required | Lead Person/Organization Responsible           | Anticipated Product or Result | Progress Notes   |
|---|-------------|--------------------|--|-------------------------------|--|
| <b>Strategy 1:</b><br>Evaluate and review the current data sources. | 8/2016      | Staff Time         | Coconino County Public Health Service District | Report on current data        | 2016: Goal and Strategy eliminated due to duplication of service already in practice.<br><b>Reprioritized; discontinued 2016</b> |
| <b>Strategy 2:</b><br>Identify the gaps in data sources.            | 10/2016     | Staff Time         | Coconino County Public Health Service District | Report on current data        | 2016: Goal and Strategy eliminated due to duplication of service already in practice.<br><b>Reprioritized; discontinued 2016</b> |
| <b>Strategy3:</b><br>Create a strategy to fill those data gaps.     | 12/2016     | Staff Time         | Coconino County Public Health Service District | Report on current data        | 2016: Goal and Strategy eliminated due to duplication of service already in practice.<br><b>Reprioritized; discontinued 2016</b> |

**Goal 2: Reduce child abuse (Safe child care environments) (Goal eliminated in 2016 as limited resources to address the issue.)**

| Activity | Target Date | Resources Required | Lead Person/Organization Responsible | Anticipated Product or Result | Progress Notes |
|----------|-------------|--------------------|--------------------------------------|-------------------------------|----------------|
|----------|-------------|--------------------|--------------------------------------|-------------------------------|----------------|

|   |         |            |                                 |  |   |
|---|---------|------------|---------------------------------|--|---|
| <b>Strategy 1:</b><br>Review and revise existing education and resource materials.          | 11/16   | Staff Time | Coalition for Children          | Up to date education and resource materials                                      | 2016: Goal and Strategy eliminated due to limited resources.<br><b>Reprioritized; discontinued 2016</b> |
| <b>Strategy 2:</b><br>Expand message to more people with full public health system support. | 5/17    | Staff Time | Coalition for Children/PIG/ASCC | Improved communication with partners   | 2016: Goal and Strategy eliminated due to limited resources.<br><b>Reprioritized; discontinued 2016</b> |
| <b>Strategy 3:</b><br>Reference new data and reorganize.                                    | Not set | Staff Time | Coalition for Children          | Spreadsheet with sortable data fields to allow regular updating and organization | 2016: Goal and Strategy eliminated due to limited resources.<br><b>Reprioritized; discontinued 2016</b> |

### Goal 3: Reduce substance abuse and misuse in Coconino County

| Activity  | Target Date | Resources Required | Lead Person/Organization Responsible                | Anticipated Product or Result | Progress Notes   |
|---|-------------|--------------------|---|-------------------------------|--|
| <b>Strategy 1:</b><br>Compile a comprehensive list of existing substance abuse prevention and treatment programs to identify gaps and distribute that list of | 6/2017      | Staff Time         | Northern Arizona University and The Guidance Center | List of treatment programs    | 2018: Access to Care Work Group created the <i>Healthy Partners</i> document, which identifies substance abuse |

|  |                   |            |   |                                  |  |
|--|-------------------|------------|---|----------------------------------|--|
| services to all stakeholders   |                   |            |   |                                  | prevention and treatment programs within the community.<br><b>In Progress/ Ongoing</b>   |
| <b>Strategy 2:</b><br>Gather solid baseline data on substance abuse and misuse across subpopulations in Coconino County by December 2016.        | 12/2016           | Staff Time | Coconino County Public Health Service District and CASA | Substance Abuse Report           | October 2018: Substance Abuse Report published and distributed to the community.<br><b>Complete</b>  |
| <b>Strategy 3:</b><br>Assess provider use of Screening, Brief Intervention, and Referral to Treatment (SBIRT) model during patient appointments. | 9/2016 and 6/2017 | Staff Time | Work Group Members                                      | Report on use of the SBIRT model | 2017: Strategy modified from locating additional resources to be listed to the current Strategy 3 assessing use of SBIRT. A survey focused on utilization of the SBIRT tool was created and sent to providers.<br>2018: Survey completed |



|  |      |            |                    |   |  |
|--|------|------------|--------------------|---|--|
|  |      |            |                    |   | with 11 agencies responding; 10 of the 11 agencies report screening all patients using SBIRT. Report completed on findings.<br><b>Complete</b> |
| <b>Strategy 4:</b><br>Expand use of SBIRT model in private practice offices. | 2018 | Staff Time | Work Group Members | SBIRT workshop for Coconino County providers. | 2018:<br>Unable to meet Strategy due to limited resources. Will continue efforts to implement strategy in 2019.<br><b>In Progress/ Ongoing</b> |

|   |
|---|
| <b>Plans for Sustaining Action</b>  |
| The Southern Region goals for Injury Prevention were modified in 2017 and 2018 with the discontinuation of Goals 1 and 2 and a realignment to focus solely on Goal 3, which is to reduce substance abuse and misuse in Coconino County.   |
| <b>Participation of Partners in Monitoring CHIP &amp; Process For Reviewing Action Plan</b>   |
| Representatives from Coconino County Public Health Service District, Flagstaff Police Department, Health Choice Integrated Care, Northern Arizona Healthcare and The Guidance Center provided progress updates and revisions through email correspondence on progress achieved and changes to strategies and goals. |
| <b>Policy Changes Needed</b>  |
| Goal 3  |
| <b>State Health Improvement Plan alignment</b>  |

Encourage and promote resources and curricula that will support substance abuse prevention.

**National Prevention Strategy alignment**

Preventing drug abuse and excessive alcohol use.

**Healthy People 2020 alignment**

Increase the proportion of persons who need alcohol and/or illicit drug treatment and received specialty treatment for abuse or dependence in the past year.



## Chronic Disease- Southern Region Database

| Type of Objective | Measure  | Baseline                   | Trend                                  | Target   | Status |
|-------------------|--|----------------------------|--|----------|--------|
| Outcome objective | Decrease the proportion of adults who are at an obese weight by 5% | 2011 Coconino County – 21% | 2016 – 22%<br>2017 – 23%<br>2018 – 23% | Decrease | –      |
| Process Objective | Increase in adults monitoring diabetes                             | 2011 Coconino County 50%   | 2016 – 61%<br>2017 – 61%<br>2018 – 61% | Increase | +      |

Source: <http://www.countyhealthrankings.org/app/arizona/2011/measure/factors/11/data/sort-0> thru 2018

### Chronic Disease – Southern Region Strategy and Activity Progress Chart

| Priority Area   | Goals   | Strategies  | 2014 | 2016 | 2018 | Feasible Y/N | Resources Y/N | Community Assets Y/N | Progress Y/N | Status   |
|-----------------|---|---|------|------|------|--------------|---------------|----------------------|--------------|--|
| Chronic Disease | Prioritize data sharing and technology  | Evaluate and review the current data sources  | X    | X    |      | N            | N             | N                    | N            | Reprioritized; merged with Access to Care Work Group |
|                 |   | Create a data sharing plan  | X    | X    |      | N            | N             | N                    | N            | Reprioritized; merged with Access to Care Work Group |
|                 |   | Create a report for stakeholders  | X    | X    |      | N            | N             | N                    | N            | Reprioritized; merged with Access to Care Work Group |
|                 | Increase access and engagement in healthy lifestyle and behavior programming throughout Coconino County | Compile diabetes screening resources and make information readily accessible to the community | X    | X    | X    | Y            | Y             | Y                    | Y            | Complete   |

|  |  |   |   |   |   |   |   |   |   |          |
|--|--|---|---|---|---|---|---|---|---|----------|
|  |  | Raise awareness and engagement of families and adults about existing nutritional and fitness programs   | X | X | X | Y | Y | Y | Y | Complete |
|  |  | Hold at least one community/ provider event on Adverse Childhood Experiences (ACES) and relationship to preventing chronic disease (Trauma-informed care) | X | X | X | Y | Y | Y | Y | Complete |

## Goals and Strategies

**Goal 1: Prioritize data sharing and technology (Goal removed by workgroup in 2018 and moved to Access to Care workgroup)**

| Activity   | Target Date | Resources Required | Lead Person/Organization Responsible           | Anticipated Product or Result   | Progress Notes  |
|--|-------------|--------------------|--|---------------------------------|---|
| <b>Strategy 1:</b><br>Evaluate and review the current data sources | 8/2016      | Staff Time         | Coconino County Public Health Service District | Report on current data          | 2018: Goal and Strategy reassessed due to limited data and resources. – <b>Reprioritized; merged with Access to Care Work Group</b> |
| <b>Strategy 2:</b><br>Create a data sharing plan                   | 5/2017      | Staff Time         | Coconino County Public Health Service District | Report/Outline and sharing plan | 2018: Goal and Strategy reassessed due to limited data and resources. – <b>Reprioritized; merged with Access to Care Work Group</b> |
| <b>Strategy 3:</b><br>Create a report to stakeholders              | 5/2017      |                    | Coconino County Public Health Service District | Report to stakeholders          | 2018: Goal and Strategy reassessed due to limited data and resources. – <b>Reprioritized; merged with Access to Care Work Group</b> |

**Goal 2: Increase access and engagement in healthy lifestyle and behavior programming throughout Coconino County**

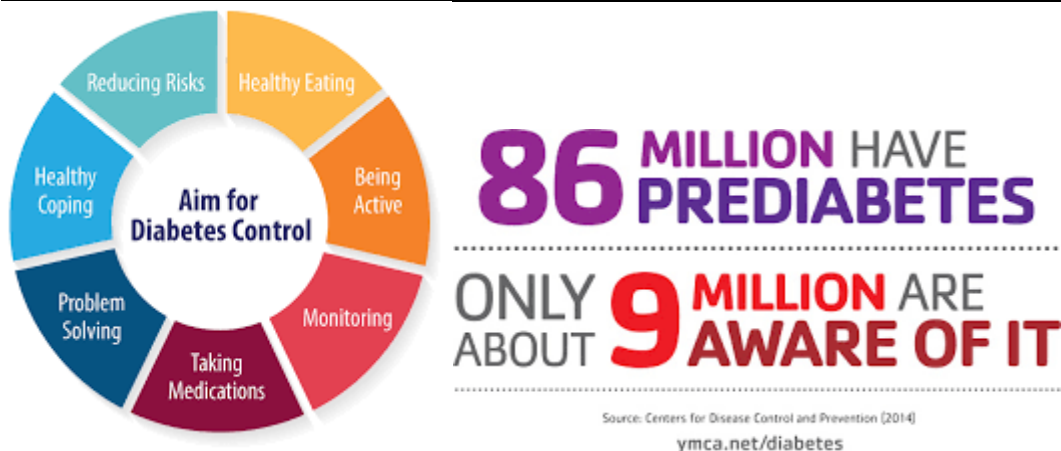
| Activity  | Target Date | Resources Required | Lead Person/Organization Responsible           | Anticipated Product or Result          | Progress Notes   |
|---|-------------|--------------------|--|--|--|
| <b>Strategy 1:</b><br>Compile diabetes screening resources and make information readily accessible to the Grand Canyon community. | 1/2018      | Staff Time         | Coconino County Public Health Service District | Report on diabetes screening resources | <p>2017: Goal and Strategy revised from providing low-cost screenings to current strategy.</p> <p>2018: Worked with Northern Arizona Healthcare to identify solutions to current follow up issues for patients. Developed a protocol for North County Healthcare to receive referrals and provide treatment for all positive diabetic screenings for Grand Canyon area residents.</p> <p><b>Complete</b></p> |
| <b>Strategy 2:</b><br>Raise awareness and engagement  | 1/2019      | Staff Time         | Chronic Disease Work Group                     | Health Education and                   | 2018: Created a flyer for the  |

|   |         |                              |                          |                 |   |
|---|---------|------------------------------|--------------------------|-----------------|---|
| of families and adults in existing nutritional and fitness programs.  |         |                              |                          | Marketing Flyer | campaign to increase awareness of local/low-cost events and programs that community members can participate in for nutritional and fitness programs.<br><b>Complete</b> |
| <b>Strategy 3:</b><br>Hold at least one community/provider event that presents ACES (Adverse Childhood Experiences) findings and how to apply findings to prevent chronic disease (trauma-informed services). | 12/2018 | Staff time and guest speaker | North County Health Care | Community Event | 2018: North County Healthcare presented ACES (Adverse Childhood Experiences) conference on April 9, 2018, at McGee Auditorium in Flagstaff, AZ.<br><b>Complete</b>      |

#### Plans for Sustaining Action

The Southern Region strategies for Chronic Disease were modified in 2017 and revised again in 2018 to focus on offering a training about Adverse Childhood Experiences as well as creating a flyer to promote existing nutrition and fitness programs to the community. The Chronic Disease Work Group will meet in 2019 to develop new goals and strategies.

| <b>Participation of Partners in Monitoring CHIP &amp; Process For Reviewing Action Plan</b>  |
|--|
| Representatives from Coconino County Children and Youth, Coconino County Public Health Service District, Flagstaff Unified School District, Fit Kids, North County Healthcare, Native Americans for Community Action and Northern Arizona Healthcare (formally FMC) provided progress updates and revisions through meetings on progress achieved and changes to strategies and goals. |
| <b>Policy Changes Needed</b>   |
| <ul style="list-style-type: none"> <li>• N/A</li> </ul>  |
| <b>State Health Improvement Plan alignment</b>   |
| <ul style="list-style-type: none"> <li>• Increase awareness of prevention and the management practices for diabetes and prediabetes</li> </ul>   |
| <b>National Prevention Strategy alignment</b>  |
| <ul style="list-style-type: none"> <li>• Support implementation of community-based preventive services and enhance linkages with clinical care.</li> </ul>   |
| <b>Healthy People 2020 alignment</b>   |
| <ul style="list-style-type: none"> <li>• Reduce the annual number of new cases of diagnosed diabetes in the population.</li> <li>• Increase prevention behaviors in persons at high risk for diabetes with prediabetes</li> </ul>  |





## CONCLUSION AND SUSTAINABILITY PLAN

A key goal for the planning process and successful implementation of the 2018 CHIP Update is to encourage involvement of local leadership, build collaboration, share resources, and improve communications within the public health system in Coconino County. Without shared responsibility for progress and collaborative work among all the community partners, success is uncertain, and sustainability would be problematic.

CCPHSD experiences many of the same challenges as most local health departments across the United States. Decreased funding levels, on-going cuts to programs, declining numbers of public health staff, and increased service demands from the public are familiar difficulties. As the CHIP is implemented and evolves over time, CCPHSD will continue to encourage wide participation by partners and a sustainable approach to the work in the following ways:

- Commitment to engaging the public health system as a whole.
- Serving as the primary convener of the public health system, using shared leadership with all health agencies and encouraging participation of community organizations.
- Keeping the CHIP work groups open to new members and renewing the invitation for community health stakeholders to participate.
- Keeping the community health stakeholders informed of progress. The goal is for CCPHSD to send email updates on a quarterly basis and hold large group public meetings on a semi-annual basis.
- Emphasis on sustainability of the CHIP work, including limitation of goals and strategies to focus the available resources on what a few partners can reasonably accomplish as they work together.
- Encourage community health partners and stakeholders to include health equity strategies in the CHIP implementation.
- Commitment to facilitating the process and content of the work to satisfy and optimally exceed the standards for public health accreditation as set by the Public Health Accreditation Board.

For more information about the CHIP Annual Report 2018, please contact Coconino County Public Health Services at [communityhealth@coconino.az.gov](mailto:communityhealth@coconino.az.gov) or call (928) 679-7282. To view copies of this report online, see <http://www.coconino.az.gov/health>. The CHIP Annual Report is intended to be a supplement to the 2014 CHIP and not a stand-alone document.

## **Appendix #1**

The following individuals and organizations participated in the CHIP process and meetings:

### **Community Health Partners List**

#### **Organizations by type**

##### **Government Organizations**

City of Flagstaff, City Manager  
City of Flagstaff, Metropolitan Planning Organization  
City of Flagstaff, Grants Director  
City of Page, Mayor  
City of Page, City Manager  
City of Page, Counselor  
City of Fredonia, Mayor  
City of Fredonia, Vice Mayor  
City of Williams, Mayor  
City of Williams, Vice Mayor  
To'Nanees'Dizi Local Government (Tuba City), Executive Manager  
To'Nanees'Dizi Local Government (Tuba City), Chapter President  
Town of Tusayan, Acting Mayor  
Town of Tusayan, Town Manager  
LeChee Chapter, Chapter Vice President  
K'ai'bii'to Chapter President  
City of Sedona (for northern portion of Sedona and Oak Creek falling within Coconino County)

Coconino County Board of Supervisors, Board Chair  
Coconino County Board of Supervisors, Board Member  
Coconino County, County Manager  
Coconino County, Deputy County Manager  
Coconino County, Government Relations Director  
Coconino County Juvenile Court Services  
Coconino County Community Services  
Coconino County Career Center

##### **CCPHSD Staff**

Coconino County - Chief Health Officer  
Coconino County - Deputy Chief Health Officer  
Coconino County - Division Manager  
Coconino County - Division Manager Environmental Health  
Coconino County - Epidemiologist  
Coconino County - Community Relations  
Coconino County - Finance  
Coconino County - Clinic Manager  
Coconino County - Health Policy

Coconino County - Northern Region Program Manager  
Coconino County – Public Health Consultant  
Coconino County –Program Managers and Health Educators

Northern Arizona Council of Governments, Executive Director  
Northern Arizona Council of Governments, Transportation Committee  
Northern Arizona Council of Governments, Community Action Board  
Northern Arizona Council of Governments, Child Development  
Northern Arizona Council of Governments, Regional Council on Aging  
Northern Arizona Council of Governments, Social Services Advisory Committee  
Northern Arizona Council of Governments, Economic Development  
Northern AZ Intergovernmental Public Transit Authority

Inter-Tribal Council of Arizona, Health & Human Services Director  
Inter-Tribal Council of Arizona, Health Systems Director  
Inter-Tribal Council of Arizona, Tribal Epidemiology Director  
Inter-Tribal Council of Arizona, Emergency Preparedness  
Inter-Tribal Council of Arizona, Executive Director

#### **Social Services Organizations**

United Way of Northern Arizona, President CEO  
Arizona First Things First, Coconino Regional Council, Chair Volunteer  
Arizona First Things First, Chief Executive Officer  
Catholic Community Services (Flagstaff)  
Salvation Army (Flagstaff)  
Alliance for a Healthier Generation  
Goodwill of Northern Arizona  
Parenting Arizona, Director  
Boys & Girls Club  
Citizens Against Substance Abuse  
Coconino Coalition for Children & Youth  
Flagstaff Family Food Center: Food Bank and Kitchen  
Child & Family Support Services

#### **Schools/ Universities/ School Districts**

Northern Arizona University, President  
Northern Arizona University, Vice President of Health Research Initiatives  
Northern Arizona University, Health Policy Institute  
Northern Arizona University, Center for American Indian Resilience  
Northern Arizona University, Medical Services Manager  
Northern Arizona University, Executive Vice President/Chief of Staff  
Northern Arizona University, Student Health Services  
Coconino Community College, President  
Flagstaff Unified School District, Superintendent  
Flagstaff Unified School District, Family and Community Teaming for Students (FACTS)  
Page Unified School District, Superintendent  
Page Unified School District, School Board

Tse'Yaato High School, Principal  
Fredonia Unified School District  
Williams Unified School District  
Greyhills Academy High School, Tuba City Principal  
Blue Ridge Unified School District  
Grand Canyon Unified School District  
Kaibeto Boarding School  
Flagstaff Unified School District, Nurse Supervisor  
Maine Consolidated School District, Parks  
University of AZ Cooperative Extension, Family Consumer & Health Services  
Tuba City Unified School District #15

### **Health Care Providers & HC Organizations**

Northern Arizona Healthcare Interim Chief Medical Officer  
Northern Arizona Healthcare Population Health  
Northern Arizona Healthcare Injury Prevention  
Northern Arizona Healthcare Care Coordination  
Northern Arizona Healthcare, Pathfinder Health Accountable Care Organization  
Northern Arizona Healthcare, Fit Kids of Arizona  
Native Americans for Community Action, Manager Chief Executive Officer  
Native Americans for Community Action, Human Resources Specialist  
Native Americans for Community Action, Board President  
Native Americans for Community Action, Health Educator  
Native Americans for Community Action, Health Promotion Manager  
  
North Country HealthCare, Chief Executive Officer  
North Country HealthCare, Director of Community Health  
North Country HealthCare, Director of Education & Technology  
North Country HealthCare, Health Coach  
North Country HealthCare, Girls on the Run Program  
North Country HealthCare, Williams Clinic Manager  
North Country HealthCare, Community Organizer  
Poore Medical Clinic  
Tuba City Regional Health Care Corporation, Board President  
Tuba City Regional Health Care Corporation, Community Health Services Chief  
Tuba City Regional Health Care Corporation, Public Health Nursing Manager  
Tuba City Regional Health Care Corporation, Methamphetamine and Suicide Prevention Initiative Director  
Tuba City Regional Health Care Corporation, Patient Benefits Coordination Manager  
Tuba City Community Health Workers  
Sacred Peaks, Tuba City Regional Health Care Corporation  
Health Choice Integrated Care (formerly Northern AZ Regional Behavioral Health Authority)

Health Choice Integrated Care, Chief Medical Office  
Health Choice Integrated Care, Chief Executive Officer/President  
Flagstaff Commonwealth (Accountable Care Organization)  
Encompass Medical Center, Clinical Director  
Encompass Medical Center, Prevention Coordinator  
Encompass Medical Center, Detox Center, Rural Substance Abuse  
Canyonlands Healthcare  
Mountain Heart Medical LLC  
Banner Health Clinic, Primary Care  
Banner Page Hospital  
The Guidance Center, Chief Executive Officer  
The Guidance Center, Chief Clinical Officer  
The Guidance Center, Director of Out-Patient Substance Abuse  
Navajo Nation Community Health Representative Public Health Nurse  
Alliance for a Healthier Generation

#### **Housing & Homeless Shelters**

Navajo Housing Authority, Chief Executive Officer  
Navajo Housing Authority, Housing Technician  
Flagstaff Shelter Services (homeless shelter)  
Sunshine Rescue Mission/ Hope Cottage (homeless shelters)

#### **Police/ Criminal Justice/Fire Departments**

Criminal Justice Coordinating Committee, Program Coordinator  
Williams Police Department  
Coconino County Sheriff's Department  
Flagstaff Police Department  
Northern Arizona University Police  
Camp Navajo Fire Department  
Highlands Fire Department  
Pinewood Fire Department  
Ponderosa Fire Department  
Flagstaff Fire Department  
Mormon Lake Fire Department  
Sedona Fire Department  
Summit Fire Department  
Federal Bureau of Investigation

#### **Other**

Red Cross, Grand Canyon Area Northern Arizona Chapter  
Flagstaff Chamber of Commerce, Executive Director  
Page Chamber of Commerce, Executive Director  
Friends of Flagstaff's Future, Development and Program Director  
Rotary Club, Flagstaff President  
Lions Club, Flagstaff  
Sunnyside Neighborhood Association, Flagstaff

Northern Arizona Public Employees Benefit Trust  
Arizona Community Foundation, Regional Director  
Northern AZ Interfaith Council (faith-based organization)  
Native Food System, Tuba City Food Bank  
Life Sharing Center, Director  
Sandstone Highland Senior Center  
Page Regional Domestic Violence Services  
Citizens Against Substance Abuse



## Abbreviations

Many dedicated and talented individuals and organizations have contributed to work that advances the Community Health Improvement Plan priorities. Due to space limitations in the document, numerous organization names have been abbreviated. Abbreviations used in this document are not necessarily recognized as the organization's official abbreviation. Due diligence was made to be as accurate as possible, and CCPHSD would like to extend for your understanding and support. This list is not exhaustive of all who have worked towards completion of this comprehensive Community Health Improvement Plan but seeks to identify the lead agency or partners working on particular strategies.

|        |   |
|--------|---|
| CCPHSD | Coconino County Public Health Service District                        |
| CHA    | Community Health Assessment   |
| CHIP   | Community Health Improvement Plan                                     |
| EMS    | Emergency Medical Services  |
| FCHC   | Federally Quality Health Care Center                                  |
| NACOG  | Northern Arizona Council of Government                                |
| NAH    | Northern Arizona Healthcare   |
| NAIPTA | Northern Arizona Intergovernmental Public<br>Transportation Authority |
| NCHC   | North Country HealthCare  |